

# Appendix B:

## Travel Montana

### Actions

#### *Tourism and Recreation Goals and Actions*

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public workshops, an online survey, and other meetings and interviews. These goals provide the framework for turning Montana's tourism Vision into reality by 2012.

#### **Actions Identify Steps to Achieve Goals**

To realize each of the goals, specific actions were developed, along with objectives to measure the accomplishment of each action. This appendix lists only the actions for which Travel Montana is responsible to implement and/or report.

Descriptions of the actions begin on the next page, including priority level and responsible partners to lead and assist with implementation (the first partner listed in bold is the lead while the others are partners to support or assist). Partner categories are color-coded, as noted below. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears at the end, along with a key to the partner codes.

Responsible Partner categories color coding key:

<b>BLUE</b>	<b>Travel Montana</b>
<b>YELLOW</b>	TAC, State & Local Government (policy makers)
<b>RED</b>	Tourism Regions & CVBs
<b>GREEN</b>	State & Federal agencies (other than Travel Montana)
<b>GRAY</b>	Business and business associations (Chambers, MIKA, TIAM, etc.)
<b>FUSCHIA</b>	MTTA, Tribes, MIBA, BIA
<b>WHITE</b>	Nonprofit organizations (no shading)

## Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

**Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.** Coordinate highly effective promotion efforts among state, regional, local, and private partners to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment. Increase the percentage of funding used for proactive publicity and media relations, and web-based relationship marketing, compared to paid advertising placements.

1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions. Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.

Priority: High

Responsibility: TM, REG, CVB, CC, BIZ, MTTA

Measurable Objectives:

- Identify and implement at least four off-peak season cooperative promotions annually (four statewide, plus four per region and CVB)
- Leverage \$4 million in annual Travel Montana advertising expenditures into \$10+ million in media value.
- Generate at least \$500,000 in private sector investment participation in cooperative advertising and promotion efforts annually.
- Increase the number of user sessions by 25% per year on Travel Montana and partner web sites.
- Work toward implementing monthly reporting of lodging sales and tax collections by Montana lodging industry and Department of Revenue by July 2010 (to measure results of marketing efforts more effectively).

Responsibility to track/report: Travel Montana, Regions, CVBs

1.1.b. Continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience". Based on market research, accentuate images and messages that appeal to each winter target market segment. Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list on Montana's winter web site: [www.wintermt.com](http://www.wintermt.com).

Priority: High

Responsibility: TM, MSAA, REG, CVB, BIZ, MTTA

Measurable Objectives:

- Increase nonresident visitation in winter season (Q1) by 15% by 2012.
- Identify new winter target markets with accompanying promotion efforts annually (one statewide, plus one per region/CVB).

Responsibility to track/report: Travel Montana, Regions, CVBs, ITRR

1.1.d. Continue marketing to international travelers. Work with Rocky Mountain International to provide annual reports about Montana product 'on the shelf' in the overseas markets. Educate Montana tourism suppliers about needs and expectations of international travelers. Disseminate tour operator/media leads and copies of articles published in international travel publications to Montana businesses and attractions. Provide semi-annual reports to Montana tourism partners about media value.

Priority: Medium

Responsibility: TM, REG, CVB, BIZ, MTTA

Measurable Objectives:

- Conduct a survey of the Montana tourism industry in 2008 to measure results of international marketing efforts.
- Increase product on the shelf offerings by international tour operators, focused on off-peak season niche activities.
- Increase overseas visitation from 3%-4% of all nonresident travelers to 5% of nonresident travelers by 2010.

Responsibility to track/report: Travel Montana, ITRR

1.1.e. Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts. Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest. Pool state, region, and local funds and databases to conduct advertising conversion research, or use other online survey tools to determine the characteristics, spending, and decision-making habits of potential/converted Montana travelers, and return on investment (ROI) of marketing efforts. Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.

Priority: High

Responsibility: TM, REG, CVB, ITRR, DOR

Measurable Objectives:

- Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).
- Report results of research to Strategic Plan stakeholders.

Responsibility to track/report: Travel Montana, Regions, CVBs

**Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

Groups and events provide opportunities to build off-peak season business in Montana, through highly targeted sales and promotion efforts.

1.2.a. Amplify targeted sales and marketing to attract groups, meetings and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI, [www.iacvb.org](http://www.iacvb.org)) and/or the Western Association of CVBs (WACVB, [www.wacvb.org](http://www.wacvb.org)). Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts. Update appropriate listings on [montanameetings.com](http://montanameetings.com). Continue the 'Invite-a-convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.

Priority: High

Responsibility: CVB, REG, TM, BIZ, UNIV, MTTA

Measurable Objectives:

- Attract at least 50 new conferences or group gatherings of 100-150 people or more from outside Montana annually (average of 4 - 5 per CVB per year).

Responsibility to track/report: CVBs

1.2.b. Work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons. Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.). Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.

Priority: High

Responsibility: CVB, NPO, CC, BIZ, REG, TM, TRB

Measurable Objectives:

- Statewide, attract at least two new western or national sports competitions to Montana annually.

Responsibility to track/report: CVBs, Chambers, Regions, Travel Montana

1.2.c. Continue to promote Montana as a film location and consider enhanced incentives for film production in Montana. Monitor incentive programs in surrounding states, provinces, and worldwide. Develop appropriate new initiatives and legislative solutions as needed to maintain competitiveness in recruiting the production industry. Work with public land managers and the film industry to avoid filming regulations and land access conflicts.

Priority: High

Responsibility: TM, TIAM, MEDA

Measurable Objectives:

- Increase new film industry expenditures by an average of 5% per year.
- Work with the executive branch and legislature to extend the Big Sky on the Big Screen Film Production Incentives beyond 2009.

Responsibility to track/report: Montana Film Office

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media such as the Northwest Outdoor Writers Association and Outdoor Writers Association of America, as well as niche and online media. Disseminate leads and industry trend information to tourism businesses and attractions. Conduct publicity workshops for tourism businesses and attractions. Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.

Priority: High

Responsibility: TM, CVB, REG, BIZ, MTTA

Measurable Objectives:

- Host at least one travel media group familiarization tour, and two to four individual familiarization tours per region annually.
- Maintain a statewide database of at least 1,400 travel journalists, and communicate with them regularly.
- Statewide, generate publicity about Montana destinations worth an advertising equivalency of \$14 million annually.

Responsibility to track/report: Travel Montana, Regions, CVBs

1.2.e. Continue to target tour operators to bring group tours and packaged vacations to Montana. Promote Montana as an off-peak season destination for group/package educational and experiential tours. Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.

Priority: High

Responsibility: TM, CVB, REG, BIZ, MTTA

Measurable Objectives:

- Statewide, generate six to ten new tour group trips annually.

Responsibility to track/report: Travel Montana, Regions, CVBs

**Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

Montana has limited public and private resources for tourism marketing compared to other destinations. By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.

1.3.a. Host an annual Marketing Plan meeting between Travel Montana, Regions, CVBs, Tourism Advisory Council, MTTA, and other state/federal agencies involved in tourism and recreation, to coordinate the marketing planning process. Schedule the meeting in January or February prior to the region/CVB Marketing Plan deadlines. Highlight successful programs. Discuss and identify priority target markets, state marketing strategies to reach each market, and ways to coordinate and leverage state and local marketing efforts. Discuss the relationship between tourism marketing and public land/facility management capacity, and how results of marketing strategies will be measured by all partners.

Priority: High

Responsibility: TM, TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA

Measurable Objectives:

- Achieve at least 80% participation from representatives of regions, CVBs, TAC, MTTA, and state and federal agencies.
- Develop successful outcomes as measured by participant evaluations.

Responsibility to track/report: Travel Montana

1.3.b. Implement the new Montana tourism brand to enhance the state's image and message in priority markets.

Priority: High

Responsibility: TM, REG, CVB, BIZ, MTTA, DOAg, FWP, DOC, MHS, MAC, MHC, DNRC

Measurable Objectives:

- Encourage tourism and recreation partners statewide to incorporate the Montana brand into marketing efforts.
- Where appropriate, encourage other state departments/agencies to use the brand in their marketing efforts.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI, MTTA

1.3.c. Conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.

Priority: Medium

Responsibility: TM, REG, CVB, CC, MTTA

Measurable Objectives:

- Conduct at least one marketing workshop for tourism and recreation industry partners in each Region annually.
- Conduct at least one statewide tourism marketing webinar annually.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTTA

1.3.d. Create cooperative marketing campaigns between agriculture and tourism. Identify key businesses/trade groups in agriculture and tourism, and form marketing/advertising partnerships. Collaborate to pinpoint mutually-beneficial images/themes. Work with agricultural marketing groups to create campaigns and leverage advertising dollars.

Priority: Low

Responsibility: TM, DOAg, REG, NPO, BIZ, MTTA

Measurable Objectives:

- Create one new cooperative marketing campaign between agriculture and tourism annually.
- Highlight cooperative marketing efforts in e-newsletter, and at regional workshops.

Responsibility to track/report: Travel Montana, MT Dept. of Agriculture

#### **Action 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.**

1.4.a. Create a database inventory of visitor information system (VIS) components available statewide (visitor and interpretive centers, short-wave Traveler Information System stations, kiosks, airport and rail station displays, rest areas, state/federal visitor information locations, tourist podcasts, museums, chamber offices, services at freeway exits, etc.). Identify the type of VIS component, services/information available, and hours/seasons of operation. Determine linkages (or lack of) between components, and gaps in the system, and develop strategies and partnerships to enhance the system and fill the gaps.

Priority: High

Responsibility: TM, REG, CVB, MTRI, MTTA

Measurable Objectives:

- Create a statewide inventory by December 2009, and update annually.
- Develop strategies to improve the system and fill gaps by December 2010.

Responsibility to track/report: Travel Montana

1.4.b. Establish criteria for "officially-designated" visitor information sites and services, and foster more collaboration between agency and private visitor services. Link visitor centers, museums, attractions, and businesses to leverage resources and provide quality visitor services statewide. Provide official designation (signs, stickers, web site listings) to key sites that meet the criteria, and work with MDT to improve signage to designated visitor centers. Include visitor center managers/staff in state and regional communications about marketing efforts, training opportunities, weather/fire updates, etc. Use an online form for designated centers/services to report visitor traffic, trends, and suggestions to Travel Montana.

Priority: Medium

Responsibility: TM, MTRI, MTTA, CC

Measurable Objectives:

- Establish criteria for sites within the MT VIS by December 2010 with involvement from regions, CVBs, MDT and state/federal partners.
- Disseminate criteria and information about the process for official designation by December 2011.

Responsibility to track/report: **Travel Montana**

1.4.c. Provide advanced training for all Visitor Information Centers (VICs), including regional familiarization tours for state/federal/regional/tribal/local information staff and volunteers. Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent. VICs should coordinate hours/seasons of operation, and consolidate services where possible. Tap training resources such as Montana Superhost and the National Association of Interpretation.

Priority: High

Responsibility: **TM, MTRI, REG, CVB, CC, BIZ, MTTA**

Measurable Objectives:

- Conduct annual training workshops in each region for staff and volunteers of local, state, federal, and tribal visitor information/interpretive centers.

Responsibility to track/report: **Travel Montana, Regions, CVBs, MTRI, Superhost**

1.4.d. Use technology to enhance Montana visitor information and marketing efforts. Visitors increasingly use technology before and during their trips to plan, make decisions, and enhance their experience. Evaluate ways to incorporate technology into Montana's comprehensive visitor information system, such as expanded use of TIS systems, 511 system, audio tour downloads in MP3 format, wireless hot spots, easy access to podcasts, Real Simple Syndication (RSS) news/information feeds, blogs, computer workstations, etc. Ensure that components of the system are promoted on web sites and in visitor guides.

Priority: Medium

Responsibility: **TM, MTRI, MTTA, CC**

Measurable Objectives:

- Expand system of TIS stations, information available on 511 system, and locations for downloadable visitor information.
- Increase the number of free wireless hot spots available to visitors, with information on-site about tourism podcasts, RSS feeds, audio tours, etc.

Responsibility to track/report: **Travel Montana, MDT, Chambers of Commerce**

1.4.e. Expand displays of Montana destinations and products at State rest areas, airports, train stations, and visitor centers. Integrate Montana's VICs, rest areas, chambers of commerce, airports, and train stations into State economic development efforts by showcasing Montana's heritage and economy. Highlight Montana destinations and products in materials, furnishings and displays sponsored by business and nonprofit groups, such as products from Made-in-Montana and Grown-in-Montana. Work with local/regional organizations to voluntarily maintain displays with current information.

Priority: Medium

Responsibility: **TM, MDT, DOC, MTTA, BIZ, CC, NPO, MEDA**

Measurable Objectives:

- Develop system with MDT and airport managers by 2009 to enhance traveler information available at rest areas and airports.
- Implement system of enhanced information about Montana and its products, and maintain/expand annually.

Responsibility to track/report: **Travel Montana, MDT, Chambers of Commerce**

## Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

**Action 2.1: Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, the benefits/impacts of tourism, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.** Distribute information through printed material, press releases, tourism listserv, economic development groups, etc. Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks). Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.

Priority: High

Responsibility: TM, REG, CVB, MTRI, MTTA, TIAM

Measurable Objectives:

- Distribute information monthly about tourism and recreation issues to industry, policy makers, and media.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI

**Action 2.2: Provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.**

Provide tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials. Conduct outreach at state, regional, and local meetings and events. Send e-mail communications to elected officials and MTRI agency directors. Present key tourism issues/trends to the Montana Assn. of Counties and Montana League of Cities & Towns; discuss tourism concerns/ opportunities, and seek creative/collaborative ways to address them. Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.

Priority: High

Responsibility: TM, REG, CVB, MTTA, CC, TIAM, MIKA, MEDA

Measurable Objectives:

- Give two to six presentations in each region, and six to statewide groups, annually.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTTA, Chambers

**Action 2.4: Address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.**

Some ongoing and emerging issues related to tourism and recreation in Montana require decisions or rule changes by state and/or federal policy-makers (see Chapter 4, pages 42-46). These issues are multi-jurisdictional and complex, so they cannot be addressed easily by a single agency or group, yet they consistently appear as priority issues in surveys of Montanans. Many of the issues are common to other western states, and are the subject of lobbying and advocacy efforts by the Western States Tourism Policy Council (WSTPC, [www.dced.state.ak.us/wstpc](http://www.dced.state.ak.us/wstpc)).

Priority: Medium

Responsibility: TAC, MTRI, TM, WSTPC, SG, TIAM, MEDA

Measurable Objectives:

- Prioritize issues and identify potential inter-agency policy actions annually.
- Address priority issues and report annually to tourism and recreation industry partners.

Responsibility to track/report: TAC, MTRI



### Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.

#### Action 3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.

Develop a single concise message about sustainable tourism, geotourism principles, and responsible recreation on public and private lands. Include the message on state, regional, local, and business web sites, in visitor guides, etc., to educate residents and visitors about their responsibilities when recreating on public and private lands. Coordinate efforts between tourism marketers and state/federal agencies to contact travelers via the media, web, VICs, rest areas, agency offices, businesses, etc. Outline penalties for illegal activities, where appropriate, and provide numbers to report violations. Include GPS coordinates on trail maps to assist visitors.

Priority: High

Responsibility: TM, MTRI, REG, CVB, BIZ

##### Measurable Objectives:

- Develop a single responsible use message for all partners by December 2008.
- Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.
- Distribute responsible use materials at all visitor centers statewide annually.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI

#### Action 3.2: Coordinate state/regional/local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public lands and available facilities.

Identify capacity and maintenance challenges, and ensure that state/regional/local tourism marketing efforts are appropriately aligned. Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities. Participate in the annual Marketing Planning meeting outlined in Action 1.3.a.

Priority: Medium

Responsibility: TM, REG, CVB, MTRI, CC

##### Measurable Objectives:

- Meet annually to discuss marketing plans and land management implications.

Responsibility to track/report: Travel Montana, MTRI, Regions, CVBs

### Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).

#### Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.

##### 4.1.a. Use local historic/cultural/tribal attractions as venues for conferences, events and educational seminars.

Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services. Host receptions and tours at museums, galleries, theaters, Lewis & Clark sites, etc., and educational workshops and forums at historic sites like Virginia City. Use creative venue ideas for recruitment of conventions. Create annual statewide CVB/venue awards for creativity.

Priority: High

Responsibility: CVB, REG, BIZ, MHS, MHC, MAC, TM, MTTA

##### Measurable Objectives:

- Use historic/cultural facilities at least 50 times annually as venues for visiting conference groups (4+/year/CVB).

Responsibility to track/report: CVBs, MTTA, MHC



4.1.b. Develop artisans/craftsmen trails statewide to highlight Montana's history and culture. Highlight the many Montana artists and craftsmen via 'Artisan Corridors or Trails' to attract high-value, low impact travelers. Identify artisans, craftsmen, and annual art/craft events. Define regional Artisan Trails to be promoted, and develop marketing opportunities and funding sources. Ensure protection of intellectual and artistic property rights.

Priority: Medium

Responsibility: **DOC** / **TM**, **MAC**, **MHS**, **UNIV**, **MTTA**, **REG**, NPO

Measurable Objectives:

- Identify at least two trails per region, with theme and art/craft/history/culture/tribal highlights along each, by 2010.
- Develop and implement marketing strategy for trails by 2011.

Responsibility to track/report: **Travel Montana**, **MAC**, **MHS**, **Regions**, **MTTA**

4.1.c. Enhance the online statewide calendar of arts/cultural/historical/tribal events. Maximize arts/cultural/historical events promotion by creating a comprehensive online calendar that is searchable by topic, date, or location. Encourage regional, local, and tribal stakeholders to contribute to and use the online calendar. Disseminate directions for calendar input to all stakeholders. Seek to integrate existing calendars of events provided by private arts publications into state and regional web sites.

Priority: High

Responsibility: **TM**

Measurable Objectives:

- Develop a comprehensive searchable calendar solution by December 2010.

Responsibility to track/report: **Travel Montana**, **MAC**, **MTTA**

4.1.d. Enhance the Montana Tribal Tourism Alliance (MTTA) and its marketing efforts (web site, coordination, DVD of Indian activities, etc.). Establish reciprocal promotion efforts between MTTA and Travel Montana. Assist MTTA to continue to be an advocate for tribal tourism, and a strong partner with the tourism regions. Offer specialized tourism training content for tribal representatives (i.e. tour guide development, business of tourism, etc.).

Priority: High

Responsibility: **MTTA**, **TRB**, **MIBA**, **TM**, **REG**

Measurable Objectives:

- Identify and implement specific cooperative marketing efforts annually.
- Annually identify and implement one tourism education opportunity per reservation and 2-3 off-reservation.
- Annually update the Tribal Nations portion of Travel Montana web site.

Responsibility to track/report: **Travel Montana**, **MTTA**

4.1.e. Plan and promote commemorations of historic events in Montana (i.e., David Thompson Bicentennial in NW Montana 2008-2011 and others).

Highlight historic and cultural events as appropriate to attract heritage and cultural travelers. Identify upcoming commemorations of cultural and historic events, and strategies to market them.

Priority: Medium

Responsibility: **MHS**, **TM**, **MTRI**, **REG**, **CVB**, NPO, **BIZ**, **CC**, **TRB**

Measurable Objectives:

- Develop and implement three marketing strategies for the David Thompson Bicentennial Commemoration annually in 2009, 2010, and 2011.
- Annually identify and promote other commemorations.

Responsibility to track/report: **MHS**, **Glacier Country**, **Travel Montana**

**Action 4.2: Improve and maintain infrastructure, facilities, and services to support heritage and cultural tourism in Montana.**

4.2.b. Augment tourism facilities, services, and marketing capacity within Montana Indian reservations.

Travelers are interested in Montana's American Indian culture, both historical and contemporary. Enhance educational and tourism-related facilities, services, artisan displays/galleries, and interpretation on Montana's Indian reservations, including receptive tour services, interpretation, dining, lodging, retail, "Seven Lodges" concept, encampments, pow wows, etc.

Priority: High

Responsibility: **TRB**, **MTTA**, **TM**, **BIZ**

Measurable Objectives:

- Identify and prioritize a list of needs for each Montana Indian reservation..
- Assist with implementation of at least one tourism-related project/marketing effort per Montana Indian reservation annually.

Responsibility to track/report: **MTTA**, **Travel Montana**

4.2.c. Improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons. Montana's historic and cultural facilities often are limited to small numbers of visitors, or summer visitation, because of infrastructure issues like parking, utilities, and housing. Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities (i.e., Virginia City, Glacier National Park Lodges, state parks). Develop a state heritage tourism marketing strategy.

Priority: Medium

Responsibility: **MHS**, **MHC**, **MTRI**, **NPS**, **FWP**, **TRB**, **MTTA**, **LG**, **TM** (TIIP)

Measurable Objectives:

- Identify and prioritize a list of facility upgrades and funding sources by December 2008.
- Implement infrastructure improvements to at least one facility per region annually.

Responsibility to track/report: **MHS**, **MHC**, **MTRI**, **NPS**, **FWP**, **MTTA**, **TM** (TIIP)

4.2.e. Maintain the Lewis & Clark Trail, other national scenic & historic trails, and related sites/facilities to enhance visitor experiences. Interest in the Lewis & Clark Expedition continues beyond the completion of the Bicentennial in 2006. Highlight the sites, facilities and experiences developed along the trail, and maintain, preserve, and promote all of Montana's national scenic and historic trails as a legacy for future residents and visitors.

Priority: High

Responsibility: **NPS**, **MTRI**, **LO**, **TM**

Measurable Objectives:

- Prioritize maintenance and preservation needs along the Lewis & Clark Trail, and identify or connect with potential resources.
- Include L&C and other national trails, sites and facilities in tourism marketing publications, web sites, event calendars, etc.
- Track visitor usage at historic trail sites/facilities to understand visitor trends.

Responsibility to track/report: **NPS**, **MTRI**

## Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

### Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts. Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts. Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.

Priority: Medium

Responsibility: BIZ, REG, CVB, TM, MTTA

Measurable Objectives:

- Annually create and promote at least three off-peak season niche market packages/itineraries per region.
- Include a fam tour of the package/itinerary components as part of region meetings and VIC workshops.
- Highlight the packages/itineraries at the annual Governor's Conference.

Responsibility to track/report: Regions, CVBs

### Action 5.2: Provide information about technical and financial assistance available to tourism and recreation businesses.

5.2.a. Inform businesses, communities, and organizations about technical and financial assistance programs through newsletters, web sites, tourism meetings, press releases, and business trade associations.

Priority: Medium

Responsibility: TM, REG, CVB, SBDC, TRB, MTTA, EDO, NPO

Measurable Objectives:

- Highlight assistance programs in Travel Montana e-newsletter, and at region/CVB/association meetings.

Responsibility to track/report: Travel Montana

5.2.b. Conduct entrepreneurship training for tourism/recreation businesses and "Indian-preneurs". Encourage development of tourism services by providing training for business owners and managers, such as Indian-preneur/NxLevel courses, tourism marketing workshops, classes in financial management and workforce issues, and others which are tailored to tourism industry issues and needs. Advocate for BIA loans for Indian business owners.

Priority: High

Responsibility: MTTA, SBDC, TRB, MIBA, BIA

Measurable Objectives:

- Conduct at least four annual technical and financial assistance learning events, including at least one workshop annually to educate tribal members on the 'business' of cultural tourism.

Responsibility to track/report: SBDC, MTTA/MIBA, Travel Montana

## Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.

### Action 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.

6.1.a. Encourage all Montana CVBs to join either the Destination Marketing Association International (DMAI), or the Western Association of Convention & Visitors Bureaus (WACVB) to implement their standards, procedures, and performance reporting, and pursue staff certification and CVB accreditation. Include DMAI ([www.iacvb.org](http://www.iacvb.org)) or WACVB ([www.wacvb.com](http://www.wacvb.com)) membership fees in CVB marketing budgets. Provide training for CVB Board members using materials from either organization, and/or the Montana Nonprofit Association (MNA).

Priority: High

Responsibility: CVB, TAC

#### Measurable Objectives:

- Invite WACVB and/or DMAI representatives to give presentations at the Governor's Conference on Tourism and/or TAC meetings.
- Highlight CVB successes at Governor's Conference on Tourism.
- By 2009, all eleven CVBs are members of WACVB or DMAI, incorporating standards and booking targets.
- By 2010, staff members from all eleven CVBs attend at least one WACVB or DMAI training annually.
- By 2010, board members of CVBs receive formal orientation, a board member handbook, and annual training.
- By 2012, at least three Montana CVBs are working toward or have achieved CVB accreditation.

Responsibility to track/report: CVBs, Travel Montana

6.1.b. Sponsor training for staff and volunteer board members of tourism, recreation, historic, and cultural organizations and agencies, using information provided by the Destination Marketing Association International (DMAI), Tourism Industry Association, ESTO, MNA, the National Association of Interpretation, National Recreation & Parks Association, National Main Street Center, etc.

Priority: High

Responsibility: REG, TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA

#### Measurable Objectives:

- Sponsor at least one training per region annually regarding nonprofit organization management.

Responsibility to track/report: Regions

6.1.d. Enhance the Montana Superhost program with advanced training, locally-customized information, and new delivery methods (DVD, interactive video, etc.). Develop advanced Montana Superhost training in communication skills, conflict resolution, team-building and supervisory skills. Coordinate host training with state/federal agencies, and incorporate information from the National Association of Interpretation to improve interpretive/story-telling and hosting skills.

Priority: Medium

Responsibility: UNIV, TM, TAC, BIZ, MTRI

#### Measurable Objectives:

- Increase participation in Superhost trainings through increased marketing, promotion, outreach, and offering new curriculum beginning in 2008.
- Research and assess new delivery methods and advanced skills training, and determine feasibility in 2009.
- Identify priorities for implementation, and begin implementation by 2010.

Responsibility to track/report: Superhost, Travel Montana

**Action 6.2: Improve systems to augment Montana's seasonal workforce for tourism and recreation.**

6.2.a. Add a specific Tourism, Recreation, and Hospitality category to the Montana Dept. of Labor & Industry (DLI) web site job search feature. Use the DLI statewide database to list seasonal tourism and recreation jobs, and inform businesses about its availability through state, regional, and local tourism organizations and agencies. Promote the listings via DLI offices, colleges, tribal colleges, high schools, newspapers, radio announcements, etc.

Priority: High

Responsibility: DLI, MTRI, TM, BIZ

Measurable Objectives:

- Add category by April 1, 2008 and encourage tourism industry to list positions for summer 2008.

Responsibility to track/report: Dept. of Labor & Industry

6.2.b. Seek volunteers and volun-tourists to augment Montana's seasonal workforce and help with local recreation projects through volunteer opportunities web listings. Increasingly, travelers seek short and long-term volunteer opportunities to make their travel experiences more meaningful. Visitor centers, public campgrounds, land management agencies, and historic/arts groups seek volunteers to help with hosting, trail work, facilities rehabilitation, arts events, reenactments, etc. National volunteer opportunity listings are available at web sites like [www.TakePride.com](http://www.TakePride.com), [www.Volunteer.gov](http://www.Volunteer.gov), [www.Workamper.com](http://www.Workamper.com), and others. Partner with these sites to list Montana volunteer opportunities, provide links to the sites from state, regional and local tourism web sites, and list the sites in visitor guides. If necessary, work with DLI to create a central Montana volunteer opportunities online listing.

Priority: Medium

Responsibility: FWP, MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM

Measurable Objectives:

- Increase listings on state and national web sites for Montana volunteer opportunities.
- Provide ongoing links to volunteer opportunity listings from state/regional/local tourism web sites by March 2008.

Responsibility to track/report: MTRI, Travel Montana

6.2.c. Provide tourism recognition awards for Montana civic groups, clubs and citizens who volunteer for projects on public lands and historic/cultural sites and facilities. Reward Montana individuals and groups who volunteer their time to enhance Montana's tourism products. Use the federal "Take Pride" award program as a prototype. Incorporate awards into the Governor's Conference or TAC meetings, and promote winners statewide.

Priority: Medium

Responsibility: MTRI, MTTA, TM

Measurable Objectives:

- Solicit entries in February 2009, and present awards at the 2009 Governor's Conference, and annually thereafter.

Responsibility to track/report: MTRI

## Goal 7: Improve Montana's transportation system for both residents and visitors.

### Action 7.2: Continue to implement Montana's rest area strategy.

Implement strategies contained in MDT's Rest Area Plan and TranPlan 21 to improve rest areas. Complete new rest area projects with design improvements and visitor services, including visitor information and electronic technology to meet needs of tech-savvy travelers (wi-fi, etc.). Address seasonality and extend hours of operation at key rest areas needed to serve tourists. Develop partnerships with private/nonprofit organizations to assist with funding, seasonal maintenance and staffing needs.

Priority: Medium

Responsibility: MDT, TM

#### Measurable Objectives:

- Annually complete projects in the rest area strategy as funding is available.
- Develop five public-private non-profit partnerships to enhance rest area maintenance and visitor services.
- Improve customer satisfaction ratings from residents and visitors about Montana rest areas.

Responsibility to track/report: MDT, ITRR

### Action 7.6: Develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions and other tourism-related groups, including use of international symbols (symbol signs).

Invite tourism businesses, historic/cultural groups, and state/federal agencies to participate in the completion of a user-friendly highway sign process handbook by the end of 2009. The handbook should explain the Manual of Uniform Traffic Control Devices (MUTCD), use of symbol signs, the Tourist-Oriented Directional Sign (TODS) and LOGO program, and the rationale for federal/state sign laws (e.g., safety, sign clutter, priorities, etc.). It also should outline the Montana process to install/replace highway signs, and recommended process for local officials to assist with signing priorities based on important services/attractions for visitors. Distribute the handbook through tourism, government, and business organizations, and make it available as a downloadable file from the MDT web site. Create statewide design standards for continuity in special tourist corridor signs (loop tour, byway, cultural corridor signs).

Priority: Medium

Responsibility: MDT, TM, LG, TRB, BIZ, MHS, MTRI

#### Measurable Objectives:

- Present a sign guidelines workshop at the Governor's Conference on Tourism & Recreation
- Complete a draft handbook and distribute electronically by December 2009 for stakeholder/Travel MT review.
- Complete the final sign handbook and distribute statewide by April 1, 2010.

Responsibility to track/report: MDT, Travel Montana

## Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.

### Action 8.1: Increase the capacity of Montana communities to be more competitive in tourism.

8.1.a. Continue the Community Tourism Assessment Program (CTAP), to help improve community readiness for tourism. The Montana Community Tourism Assessment Program (CTAP) helps analyze local resident attitudes about (and interest in) tourism, measure community tourism potential, identify gaps in visitor services, and suggest projects or actions that can strengthen the role of tourism in a local economy. CTAP is funded by state lodging facility use tax funds and administered by Travel Montana in coordination with ITRR and MSU. The new Montana Main Street program provides another assessment and revitalization tool for communities, and tourism is a key target market for historic downtown districts. Encourage new Main Street communities to undergo a CTAP assessment.

Priority: High

Responsibility: TM, ITRR, UNIV, MMS, LG

Measurable Objectives:

- In 2008, rename the Community Tourism Assessment Program (CTAP) so it is not confused with the Community Technical Assistance Program (CTAP).
- Refine the tourism assessment process by 2009 and conduct up to three assessments annually thereafter with Main Street communities given first priority.

Responsibility to track/report: Travel Montana

8.1.b. Expand and strengthen the Montana Main Street Program to improve downtown vitality, and extend visitor stays and spending. Montana began its Main Street Program in 2006 with six pilot communities, expanding to seven in 2007. Continue to expand the program so more communities can participate and revitalize their Downtown districts, enhancing their appeal to nonresident travelers. Identify ways that the Montana Main Street Program, Montana Historical Society, Montana Arts Council, Montana Heritage Commission, Travel Montana, and Montana Dept. of Transportation can collaborate to provide technical assistance and support successful revitalization in Montana’s Main Street communities. Showcase the increase in tourism and the resulting business growth as a result of improved economic and community development, emerging from historic preservation and sustainable downtown revitalization.

Priority: High

Responsibility: MMS, SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM

Measurable Objectives:

- Increase the number of Montana communities participating in the Main Street program.
- Track and report Main Street reinvestment statistics annually.

Responsibility to track/report: Montana Main Street

8.1.d. Continue the Tourism Infrastructure Improvement Program (TIIP) grants and the Special Event Grant Program (SEGP) to improve community tourism and recreation-related infrastructure and economic development through the creation of new, ongoing festivals and events. Conduct research and monitoring to determine return on investment from grant investments and cost/benefit information about events for communities and sponsors. Encourage Main Street communities to apply for TIIP and SEGP funds. Highlight grant successes at TAC meetings and the annual Governor’s Conference on Tourism.

Priority: High

Responsibility: TM, TAC, LG, UNIV

Measurable Objectives:

- Evaluate/award grants based on the goals of the Strategic Plan.

Responsibility to track/report: Travel Montana



### **Action 8.2: Implement improvements to make Montana communities more visitor-friendly.**

8.2.e. Evaluate state participation in the “RV Friendly” designation program for businesses, attractions, and VICs. Interim Approval for the use of the RV Friendly symbol is granted to any jurisdiction by the Federal Highway Administration. A State may request Interim Approval for all of its jurisdictions, and must agree to maintain an inventory list of all locations meeting the criteria and displaying the symbol. As of October, 2007, twelve states participate in the RV Friendly road sign initiative: Minnesota, Iowa, New Mexico, New Hampshire, Michigan, Oregon, Louisiana, Tennessee, Washington, Florida, California and Texas. For information: [mutcd.fhwa.dot.gov/res-mem\\_rvf](http://mutcd.fhwa.dot.gov/res-mem_rvf), or [mutcd.fhwa.dot.gov/rm\\_rvf02](http://mutcd.fhwa.dot.gov/rm_rvf02).

Priority: Medium

Responsibility: MDT, DOC, SG, LG, BIZ, CC, COAM

#### Measurable Objectives:

- Research the RV Friendly initiative by year end 2008.
- Seek legislative approval, if appropriate, of the RV Friendly sign designation in 2009 or 2011 legislative session.

Responsibility to track/report: MDT, Travel Montana

## **Goal 9: Increase funding to maintain sustainable tourism and recreation.**

### **Action 9.2: Foster opportunities to pool public and private marketing dollars.**

Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.

Priority: High

Responsibility: REG, CVB, TM, TAC, CC, BIZ

#### Measurable Objectives:

- Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.
- Increase private sector funding pooled with public dollars by 10% annually.

Responsibility to track/report: Regions, CVBs, Travel Montana

### **Action 9.3: Enhance funding for region and CVB marketing efforts.**

Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation. Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects. CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.

Priority: High

Responsibility: CVB, REG, TM

#### Measurable Objectives:

- Host a session at the Governor’s Conference about Tourism BID formation.
- Implement Tourism BIDs in at least six CVB areas by 2012.
- Jointly obtain at least one grant per region annually with local/regional arts, history, agri-tourism, tribal, or economic development organizations.

Responsibility to track/report: CVBs, Regions

## Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.

### Action 10.1: Recognize Travel Montana as the “Team Captain” to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.

Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it. Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.

Responsibility to track/report: Travel Montana

### Action 10.2: Create public/private/tribal partnerships for cooperative project implementation.

Partners identify ways that their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create at least two new partnerships in each region annually.

Responsibility to track/report: Regions, CVBs, MTRI, MTTA

### Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/ federal agency and other partners invited, to discuss the status, challenges, and successes of implementation, and track actions, timeline and responsibilities in the plan. Ensure that all areas of the state are engaged in the process.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Conduct at least one implementation workshop per region annually.

Responsibility to track/report: Travel Montana, Regions, MTRI

10.3.b. Host an annual Strategic Plan discussion at the February Tourism Advisory Council meeting. Schedule 2+ hours at the February TAC meeting to discuss progress on Strategic Plan actions and report progress. Ensure that all state/federal agencies, tribal, and historic/cultural partners are invited.

Priority: High

Responsibility: TM, TAC, REG, CVB, MTRI, MTTA, NPO

Measurable Objectives:

- Conduct a Strategic Plan discussion with stakeholder representatives.

Responsibility to track/report: TAC, Travel Montana

10.3.c. Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners. Travel Montana will provide a user-friendly online form for all partners to report annually on Strategic Plan progress, successes, and challenges in their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create a user-friendly online form by June 2008 for reporting progress on Strategic Plan objectives and successes.
- Compile the Strategic Plan annual progress report, and distribute to TAC, Governor, legislature, and industry by January 30 annually.

Responsibility to track/report: **Travel Montana**

**Action 10.4: Streamline the process of reporting marketing plans, projects, and expenditures to the TAC and Travel Montana by Tourism Regions and CVBs.**

Reduce procedural steps in the marketing plan and project reporting requirements.

Priority: High

Responsibility: **TM, TAC, SG, REG, CVB**

Measurable Objectives:

- In the 1<sup>st</sup> quarter of 2008, review the recommendations for streamlining presented at the June 2007 TAC meeting, and develop recommendations for the TAC.

Responsibility to track/report: **TAC, Travel Montana**

**Action 10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.**

10.5.b. Purchase research about national/international tourism, recreation, and related trends from sources such as the Tourism Industry Association (TIA), Smith Travel Research, Forrester, Global Insight, etc. Based on current information needs, identify sources of data and obtain market/trend research for Montana.

Priority: High

Responsibility: **TM, ITRR, TAC**

Measurable Objectives:

- Regularly review results of third party research, and distribute information with implications and recommendations to industry.

Responsibility to track/report: **ITRR, Travel Montana**

10.5.d. Disseminate tourism research reports to partners statewide.

As research reports become available, continue to notify stakeholders about reports and niche news updates posted on ITRR web site, and/or post information on the State tourism intranet site, and promote through Travel Montana. Inform industry partners about ITRR's search tool for customized reports.

Priority: High

Responsibility: **ITRR, TM, REG, CVB, TIAM, MIKA, MOGA, FOAM, COAM**

Measurable Objectives:

- Provide at least one tourism research update quarterly to industry partners until such point the information is available interactively through the ITRR web site.

Responsibility to track/report: **ITRR**

Action Table – Travel Montana				Priority	08	09	10	11	12	Lead	Partners
<b>Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.</b>											
1.1	Implement highly targeted consumer advertising/promotion campaigns										
1.1.a	Expand partnerships with tourism businesses/attractions as co-op partners	H				MO				TM	REG, CVB, CC, BIZ, MTTA
1.1.b	Continue winter marketing, promoting Montana as a superb winter destination	H							MO	TM	MSAA, REG, CVB, BIZ, MTTA
1.1.d	Continue marketing to international travelers	M	MO			MO				TM	REG, CVB, BIZ, MTTA
1.1.e	Enhance tracking/reporting and ROI from state, regional, and CVB advertising	H								TM	REG, CVB, ITRR, DOR
1.2	Promote Montana to target groups/events, emphasizing off-peak season activities										
1.2.a	Amplify targeted marketing to attract groups, meetings, and conferences	H								CVB	REG, TM, BIZ, UNIV, MTTA
1.2.b	Work with local sports groups to attract sport events in off-peak season	H								CVB	NPO, CC, BIZ, REG, TM, TRB
1.2.c	Continue to promote Montana as a film location; consider enhanced incentives	H		MO						TM	TIAM, MEDA
1.2.d	Target travel media to increase visibility of MT as a leisure travel destination	H								TM	CVB, REG, BIZ, MTTA
1.2.e	Continue to target tour operators to bring tours/package vacations to MT	H								TM	CVB, REG, BIZ, MTTA
1.3	Collaborate with tourism marketing partners to plan/implement priority marketing efforts										
1.3.a	Host an annual marketing plan meeting to coordinate the marketing planning process	H								TM	TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA
1.3.b	Implement the new Montana tourism brand	H								TM	REG, CVB, BIZ, MTTA, DOAg, FWP, DOC, MHS, MAC, MHC, DNRC
1.3.c	Conduct educational tourism workshops, presentations, and webinars	M								TM	REG, CVB, CC, MTTA
1.3.d	Create cooperative marketing campaigns between agriculture and tourism	L								TM	DOAg, REG, NPO, BIZ, MTTA
1.4	Improve Montana's Visitor Information System to extend visitor stays and spending										
1.4.a	Create a database inventory of Visitor Information System elements statewide	H		MO	MO					TM	REG, CVB, MTRI, MTTA
1.4.b	Establish criteria for officially-designated visitor information sites statewide	M				MO	MO			TM	MTRI, MTTA, CC
1.4.c	Provide advanced training for all VICs, including regional familiarization tours	H								TM	MTRI, REG, CVB, CC, BIZ, MTTA
1.4.d	Use technology to enhance visitor information and marketing efforts	M								TM	MTRI, MTTA, CC
1.4.e	Expand displays of MT destinations/products at all visitor locations statewide	M		MO						TM	MDT, DOC, MTTA, BIZ, CC, NPO, MEDA
<b>Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.</b>											
2.1	Build awareness about new Montana Tourism Charter, geotourism, & tourism benefits	H								TM	REG, CVB, MTRI, MTTA, TIAM
2.2	Give effective presentations to policy makers about Montana tourism issues/benefits	H								TM	REG, CVB, MTTA, CC, TIAM, MIKA, MEDA
2.4	Address policy issues of note through collaborative efforts with all stakeholders	M								TAC	MTRI, TM, WSTPC, SG, TIAM, MEDA

**KEY TO PARTNER CODES:** BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish, Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council

Action Table – Travel Montana		Priority	08	09	10	11	12	Lead	Partners
<b>Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.</b>									
3.1	Educate visitors, suppliers, residents about ethics and responsibilities on public/private lands	H	MO	MO				TM	MTRI, REG, CVB, BIZ
3.2	Coordinate statewide tourism marketing efforts to ensure consistency with land management	M						TM	REG, CVB, MTRI, CC
<b>Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).</b>									
4.1	Promote existing historic/cultural assets for the enjoyment of residents and visitors								
4.1.a	Use historic/cultural attractions as venues for conferences, events, and seminars	H						CVB	REG, BIZ, MHS, MHC, MAC, TM, MTTA
4.1.b	Develop artisan/craftsmen trails statewide to highlight history and culture	M			MO	MO		DOC	TM, MAC, MHS, UNIV, MTTA, REG, NPO
4.1.c	Enhance the state online calendar of arts/cultural/historic events	H			MO			TM	
4.1.d	Enhance MTTA and its marketing efforts	H						MTTA	TRB, MIBA, TM, REG
4.1.e	Plan and promote commemorations of historic events in Montana	M		MO	MO	MO		MHS	TM, MTRI, REG, CVB, NPO, BIZ, CC, TRB
4.2	Improve/maintain infrastructure, facilities and services to support heritage/cultural tourism								
4.2.b	Augment tourism facilities/services & marketing on Montana Indian reservations	H						TRB	MTTA, TM, BIZ
4.2.c	Improve infrastructure at historic/cultural sites to expand visitation and seasons	M	MO					MHS	MHC, MTRI, NPS, FWP, TRB, MTTA, LG, TM (TIIP)
4.2.e	Maintain the Lewis & Clark Trail, other national trails, and related sites	H						NPS	MTRI, LG, TM
<b>Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.</b>									
5.1	Cultivate opportunities to leverage private/public funds to create tourism products								
5.1.a	Create vacation packages/itineraries for off-peak season niche markets	M						BIZ	REG, CVB, TM, MTTA
5.2	Provide information about technical/financial assistance available to tourism businesses								
5.2.a	Distribute assistance information via tourism meetings, web sites, newsletters, etc.	M						TM	REG, CVB, SBDC, TRB, MTTA, EDO, NPO
5.2.b	Conduct entrepreneurship training for tourism businesses & "Indian-preneurs"	H						MTTA	SBDC, TRB, MIBA, BIA, TM
<b>Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.</b>									
6.1	Enhance professional development opportunities/requirements for tourism organizations								
6.1.a	Encourage all MT CVBs to join DMAI or WACVB trade associations, adopt standards	H		MO	MO		MO	CVB	TAC, TM
6.1.b	Sponsor training for staff/volunteer board members of nonprofit tourism, recreation, historic, and cultural organizations and agencies	H						REG	TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA
6.1.d	Provide MT Superhost program with advanced training, customized info, etc.	M	MO	MO	MO			UNIV	TM, TAC, BIZ, MTRI

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Action Table – Travel Montana				Priority	08	09	10	11	12	Lead	Partners
6.2	Improve systems to augment Montana's seasonal workforce for tourism and recreation										
	6.2.a	Add Tourism/Recreation/Hospitality categories to MT DLI job search web site	H	MO						DLI	MTRI, TM, BIZ
	6.2.b	Increase seasonal workforce with volunteers and volun-tourists	M	MO						FWP	MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM
	6.2.c	Provide recognition awards for groups who volunteer for tourism/recreation projects	M		MO					MTRI	MTTA, TM
Goal 7: Improve Montana's transportation system for both residents and visitors.											
7.2	Continue to implement Montana's rest area strategy										
	7.6	Develop a user-friendly handbook of information about the highway signing process	M		MO	MO				MDT	TM, LG, TRB, BIZ, MHS, MTRI
Goal 8: Enhance the "curb appeal" of Montana communities to attract visitors.											
8.1	Increase the capacity of Montana communities to be more competitive in tourism										
	8.1.a	Continue the Montana Tourism Assessment Program to help communities	H	MO	MO					TM	ITRR, UNIV, MMS, LG
	8.1.b	Expand/strengthen Montana Main Street Program to extend visitor stays & spending	H							MMS	SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM
	8.1.d	Continue TIIP and SEGP grant programs for tourism development	H							TM	TAC, LG, UNIV
8.2	Implement improvements to make Montana communities more visitor-friendly										
	8.2.e	Evaluate state participation in the RV Friendly desination program	M		MO		MO			MDT	DOC, SG, LG, BIZ, CC, COAM, TM
Goal 9: Increase funding to maintain sustainable tourism and recreation.											
9.2	Foster opportunities to pool public and private marketing dollars										
	9.3	Enhance funding for region and CVB marketing efforts	H						MO	CVB	REG, TM
Goal 10: Build an effective "team" to implement the Strategic Plan, and report results.											
10.1	Recognize Travel Montana as 'team captain' to communicate/coordinate regularly with partners										
	10.2	Create public/private/tribal partnerships for cooperative project implementation	H							TM	ALL
10.3	Implement Strategic Plan discussion/reporting to align activities with goals and actions										
	10.3.a	Conduct annual Strategic Plan implementation workshops in each region	H							TM	ALL
	10.3.b	Host annual Strategic Plan discussion at the February TAC meeting	H							TM	TAC, REG, CVB, MTRI, MTTA, NPO
	10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC, etc.	H	MO						TM	ALL
10.4	Streamline reporting process of marketing plans/expenditures to TAC/TM by regions & CVBs										
	10.5	Obtain strategic research to inform tourism marketing, development, and policy decisions	H	MO						TM	TAC, SG, REG, CVB
	10.5.b	Purchase research about national/international tourism and recreation trends	H							TM	ITRR, TAC
	10.5.d	Disseminate tourism research reports to partners statewide	H							ITRR	TM, REG, CVB, TIAM, MIKA, MOGA, COAM

**KEY TO PARTNER CODES:** BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish, Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council